



Missouri National Guard Annual Report

2014



A Special Edition of the Bear Facts

Jeremiah W. (Jay) Nixon
Governor



Dear Governor Nixon,

STATE OF MISSOURI
OFFICE OF THE ADJUTANT GENERAL
DEPARTMENT OF PUBLIC SAFETY
IKE SKELTON NATIONAL GUARD TRAINING SITE
2302 MILITIA DRIVE
JEFFERSON CITY, MISSOURI 65101-1203
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Stephen L. Danner
Major General, MONG
The Adjutant General



Two thousand fourteen was a watershed year for the Missouri National Guard. While conducting both federal and state missions, your Missouri National Guard not only exceeded Army and Air Force standards, but also brought more than a billion dollars into the state.

The greatest accomplishment of the year was welcoming home our last combat units from supporting Operation Enduring Freedom in Afghanistan. The 276th and 220th Engineer Companies played a critical role in retrograding bases and facilities across Afghanistan where many previous Missouri Soldiers and Airmen served.

At home, Guardsmen answered the call to a civil unrest mission for the first time in decades, performing every task asked of them effectively and honorably in their support mission to law enforcement. Our military police and security forces were well-suited for the mission, not only because they constantly train on law enforcement skills, but because many have extensive civilian law enforcement experience. As Guardsmen, they are used to supporting communities across the state in times of crisis. Ferguson was no different. The presence of our Guardsmen helped deescalate a tense situation, saving lives and property.

This year further reflected that the Missouri National Guard is an organization people want to join. With more than a decade of constant deployments and recurring state emergency missions, the Guard transitioned from a strategic to an operational reserve. Many critics said our recruiting and retention would be hurt. The opposite has been true. This year, both the Army and Air National Guard achieved historic milestones in strength and personnel readiness. The Army reached 110 percent in strength and the Air Guard achieved 101 percent.

As 2014 fades into the pages of history, the accomplishments of your National Guard will be well preserved in the new Museum of Missouri Military History, which opened its doors at Ike Skelton Training Site in Jefferson City in December. The museum will be a place where fellow Missourians can learn about the historic contributions and sacrifices our Citizen Soldiers and Airmen have made serving Missouri for well over two centuries.

As we move into 2015, the future of the Missouri National Guard has never been brighter – thanks to the Soldiers, Airmen and Families whose sacrifices protect Missouri every day at home and abroad. Our successes are due in large part to the outstanding leadership you have shown as our commander in chief. Thank you for your support.

Sincerely,

Stephen L. Danner
Major General, MONG
The Adjutant General



Gov. JEREMIAH W. NIXON



MAJ. GEN. STEVE DANNE

MISSOURI NATIONAL GUARD

2014 ANNUAL REPORT

Maj. Gen. Steve Danner
Adjutant General

Command Chief Master Sgt. Laura Clark
State Command Chief Master Sergeant

Command Sgt. Maj. Will Pierce
State Command Sergeant Major

MISSION

The Missouri National Guard has a long, proud history of service to the state and nation. With more than 11,700 Soldiers and Airmen, the Missouri National Guard stands ready to meet its dual state and federal mission.

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Missouri National Guard had unprecedented success in fiscal year 2014. While other states seek to learn and replicate, and still others look on with envy, Missouri can beam with pride over their Missouri National Guard. Continuing an effectiveness trend dating over three years, no National Guard in the nation increased its assigned strength or improved its readiness level in 2014 like Missouri. The Show-Me State's Guard is not just effective, it's efficient. No other National Guard can boast to the cost avoidance, training site utilization, or national logistics and environmental leadership recognition like Missouri. What's more, the Missouri National Guard responds. Whether defending our national interests overseas in Afghanistan, Kosovo, Kuwait, Guatemala, Panama, or serving at home protecting individual freedoms in the streets of Ferguson, the Missouri National Guard is exactly what our state's and nation's citizens expect and deserve - Always Ready, Always There.

The Missouri National Guard is not achieving success by chance. Fiscal year 2014 was Missouri's fourth year implementing Maj. Gen. Steve Danner's strategic plan and vision. The Adjutant General's vision has empowered the entire force – every Soldier, Airman, civilian, and Family member – to maximize potential and achieve lofty goals. The Missouri Army National Guard now exceeds 110 percent assigned strength and ranks second nationally

in unit readiness. Its Soldiers created efficiencies to save taxpayers over \$55 million while simultaneously increasing Missouri's training site utilization over 150 percent.

Leadership and teamwork are important, but values are essential because people matter. The Missouri National Guard has stepped out in typical "Show-Me" fashion to lead a values-based resurgence. Institutionalizing objective assignment and promotion processes, Missouri's equal opportunity complaints are now virtually non-existent. Initiating deliberate recruiting and mentorship programs, the Missouri National Guard increased diversity two percent in a single year. Furthermore, through a rigorous perpetrator accountability and victim care combination, Missouri is stamping out sexual assault in its formation. Actions are paying off with victims showing dramatically increased trust in the organization – incident reports significantly increased and reporting delays deeply reduced.

The Missouri National Guard is rapidly achieving its visional state, "a recognized community and national leader in Soldier, Airmen, and Family readiness, possessing agile and effective units capable of responding to changing demands." All 9,400 Soldiers and 2,300 Airmen are honored to wear our uniforms, serve the nation, and represent the "Show-Me State."

MISSION

The Missouri National Guard organizes, trains and prepares a Family and community-based force of ready Citizen-Soldiers and Airmen as units to defend and serve the people of Missouri and the United States of America.

VISION & VALUES

The Missouri National Guard is a recognized community and national leader in Soldier, Airman and Family readiness, possessing agile and effective units capable of responding to changing demands.



Soldier, Airman and Family-focused
Honor in all we do
Opportunities for all
Willing to learn

Meet changing demands
Empower and mentor

MISSOURI NATIONAL GUARD FINANCIAL IMPACT

Fiscal Year 2014



Traditional Guard Pay	\$127,639,613
Active Guard Pay	\$95,909,333
Civil Service Technician Pay	\$118,272,569
Mobilized Pay	\$75,131,742
State Pay	\$3,286,501
TOTAL GUARD RELATED PAYROLLS:	\$420,239,758
Total Contracts, Supplies Equipment, Maintenance, and Repair	\$210,256,269
Local Construction Projects, State and Federal	\$41,648,644
TOTAL GUARD RELATED OPERATIONAL EXPENDITURES:	\$251,904,913
TOTAL MISSOURI GUARD EXPENDITURES:	\$672,144,671
x Missouri National Guard Multiplier	1.80
TOTAL ECONOMIC IMPACT	\$1,209,860,408

Federal and state funding for the Missouri National Guard (ARNG/ANG) provides an economic benefit to communities throughout Missouri. Money received through this community-based organization is turned over several times in every segment of the state economy.

Economic benefits occur in the form of military and civilian pay and allowances, the purchase of goods and services, and through capital investments in military construction projects. In deriving the economic impact data for FY14, financial information was collected from the official accounting records of the Missouri Army and Air National Guard. The total economic impact figure was accelerated by 1.80 times to reflect the National Guard Bureau economic money-multiplier effect of dollars in action throughout Missouri communities.

CITY (County)	TOTAL
ALBANY (GENTRY)	\$1,765,257
ANDERSON (McDONALD)	\$1,132,819
ARNOLD (JEFFERSON)	\$11,334
AURORA (LAWRENCE)	\$2,123,746
BALLWIN (ST LOUIS)	\$230,082
BOONVILLE (COOPER)	\$2,732,777
CAMDENTON (CAMDEN)	\$11,403
CAPE GIRARDEAU (CAPE GIRARDEAU)	\$6,290,736
CARTHAGE (JASPER)	\$1,638,009
CENTERTOWN (COLE)	\$4,727
CHILLICOTHE (LIVINGSTON)	\$1,628,059
CLINTON (HENRY)	\$5,285,710
COLUMBIA (BOONE)	\$3,010,116
DeSOTO (JEFFERSON)	\$1,435,633
DEXTER (STODDARD)	\$1,396,267
DONIPHAN (RIPLEY)	\$1,287,532
FARMINGTON (ST FRANCOIS)	\$1,884,908
FESTUS (JEFFERSON)	\$13,110,496
FLORISSANT (ST LOUIS)	\$545,454
FREDERICKTOWN (MADISON)	\$782,558
FORT LEONARD WOOD (PULASKI)	\$24,706,402
FORT LEONARD WOOD Air (PULASKI)	\$1,531,691
FULTON (CALLAWAY)	\$1,625,075
HANNIBAL (MARION)	\$2,158,500
HARRISONVILLE (CASS)	\$4,723,678
INDEPENDENCE (JACKSON)	\$1,935,506
JACKSON (CAPE GIRARDEAU)	\$1,332,904
JEFFERSON BARRACKS (ST LOUIS) Army	\$10,681,678
JEFFERSON BARRACKS (ST LOUIS) Air	\$23,321,522
JEFFERSON CITY Army (COLE/CALLAWAY)	\$112,085,375
JEFFERSON CITY Air (COLE/CALLAWAY)	\$3,353,584
JOPLIN (JASPER)	\$4,807,648
KANSAS CITY (JACKSON)	\$16,842,994
KENNEDY (DUNKLIN)	\$1,568,850
KIRKSVILLE (ADAIR)	\$976,883
LAMAR (BARTON)	\$522,867
LEBANON (LACLEDE)	\$2,472,140
LEXINGTON (LAFAYETTE)	\$6,514,801
MACON (MACON)	\$22,896,823
MARSHALL (SALINE)	\$3,587,370
MARYVILLE (NODAWAY)	\$3,402,616
MEXICO (AUDRAIN)	\$1,971,857
MOBERLY (RANDOLPH)	\$1,211,414
MONETT (BARRY)	\$3,158,064
NEOSHO (NEWTON) Camp Crowder	\$2,800,177
NEVADA (VERNON) Camp Clark	\$6,350,409
OZARK (CHRISTIAN)	\$15,870
PERRYVILLE (PERRY)	\$3,060,289
PIERCE CITY (LAWRENCE)	\$15,124,886
POPLAR BLUFF (BUTLER)	\$3,326,023
PORTAGEVILLE (NEW MADRID)	\$1,001,812
RAYTOWN (JACKSON) Field Maintenance Shop	\$1,099,819
RICHMOND (RAY)	\$2,951,445
ROLLA (PHELPS)	\$2,316,220
SEDALIA (PETTIS)	\$4,723,711
SIKESTON (SCOTT)	\$1,139,378
SPRINGFIELD (GREENE)	\$125,254,919
ST. CLAIR (FRANKLIN)	\$2,540,028
ST. JOSEPH (BUCHANAN) Air	\$87,043,673
ST. JOSEPH (BUCHANAN) Army	\$7,908,684
ST. LOUIS (ST LOUIS) Air	\$11,685,877
ST. LOUIS (ST LOUIS) Army	\$6,902,382
ST. PETERS (ST CHARLES)	\$27,991
TRENTON (GRUNDY)	\$3,779,309
WAPPAPELLO (WAYNE)	\$100,147
WARRENSBURG (JOHNSON)	\$2,264,410
WARRENTON (WARREN)	\$2,430,852
WEST PLAINS (HOWELL)	\$1,410,716
WHITEMAN AIR FORCE BASE (JOHNSON) Air	\$41,874,689
WHITEMAN AIR FORCE BASE (JOHNSON) Army	\$31,313,090
TOTAL:	\$672,144,671

STATE EMERGENCY MISSIONS

MISSION

The Missouri National Guard's state mission is to support the Governor by providing trained personnel and equipment to protect life and critical infrastructure, and to maintain peace, order and public safety.

STATE EMERGENCY MISSIONS AND EXERCISES

Central United States Exercise Consortium Exercise: The Missouri National Guard participated in the Central United States Exercise Consortium (CUSEC) Capstone 14 Exercise from June 16 – 20, 2014, with seven other states. Missouri National Guard Soldiers and Airmen conducted the exercise alongside local, state and federal partner agency personnel to test their ability to respond to a major earthquake along the New Madrid Seismic Zone fault line. The CUSEC 14 Exercise provided the Missouri National Guard Joint Force Headquarters and supporting units with an opportunity to improve cooperation and operational relationships with their civilian, federal and military partners.

Operation Show Me Protection: The Missouri National Guard responded to civil disturbance in the town of Ferguson in August and November. More than 350 Missouri National Guard Soldiers and Airmen were activated in August to support of Operation Show Me Protection. Guardsmen provided security around the Missouri Highway Patrol's Incident Command Post, freeing civilian law enforcement personnel to focus on the civil disturbance that occurred in the area. More than 2,200 answered the call again in November in support of Operation Show Me Protection II.

Aviation Support to Fort Leonard Wood: The Missouri National Guard provided aviation support to help contain a range fire that was rapidly spreading over 80-100 acres on Fort Leonard Wood. The fire was predicted to endanger the

main post as well as the National Forest and private homes based on current and forecasted wind conditions. Missouri National Guard UH-60 Blackhawk helicopters performed 34 water drop sorties and 20 water pick-ups.

Defense Support of Civil Authorities (DSCA) State Partnership Program Support: Soldiers and Airmen from the Missouri National Guard supported the State Partnership Program and its mission to exchange information with the country of Panama. This included Missouri National Guard emergency planners and responders who traveled to Panama to exchange information regarding operations, protocol procedures for early warning systems, and natural and man-made disasters. Panamanian participants from police, fire, search and rescue, and security forces received briefings on how to disseminate information to the public, prepare for disasters, and how to respond to disasters.

Kansas Vigilant Guard: The Missouri National Guard Homeland Response Force (HRF) participated in the Kansas Vigilant Guard Exercise in August 2014. The exercise was designed to develop and conduct comprehensive exercises that enable the National Guard Soldiers and Airmen to actively support local and state civilian emergency response to catastrophic events. The Soldiers and Airmen that make up the Homeland Response Force were able to gain valuable experience in their assigned responsibilities for the HRF during the exercise.

STATE AND FEDERAL CAPABILITIES

Command and Control Headquarters	Army/Air	Medical	Army/Air	Chemical, Biological, Radiological and Nuclear (CBRN)	Army/Air
<ul style="list-style-type: none">Command and control of military forcesMilitary forces support to civil authorities coordinationSupport for government continuity of operationsResponse planning and coordination support		<ul style="list-style-type: none">Health and wellness checksMedical assistanceSustainment operations		<ul style="list-style-type: none">Military CBRN forces command and controlSecurity operationsSearch, rescue and extractionTechnical and mass decontaminationMedical triage and lifesavingIncident management communicationsHazard identification and mitigation advice	
Aviation	Army/Air	Military Police	Army/Air		
<ul style="list-style-type: none">Airport operationsCommand and control aircraftSupplies and equipment distributionReconnaissanceSearch and rescueSecurity operations		<ul style="list-style-type: none">Health and wellness checksSearch and rescueSecurity operationsFirst responder and key personnel transportation support			
Engineer	Army/Air	Signal	Army/Air		
<ul style="list-style-type: none">Barrier constructionHealth and wellness checksHorizontal and vertical constructionEmergency route clearanceSearch and rescuePower generationSecurity operations		<ul style="list-style-type: none">CommunicationsNetwork securityInformation management and distribution			
Infantry	Army	Support Battalion/Units	Army/Air		
<ul style="list-style-type: none">Health and wellness checksSearch and rescueSecurity operations		<ul style="list-style-type: none">Health and wellness checksSecurity operationsSustainment operations			
		Transportation	Army/Air		
		<ul style="list-style-type: none">Distribution of supplies/equipmentOn- and off-road transportation			

FEDERAL DEPLOYMENTS

MISSION

The Missouri National Guard supports national military objectives by providing trained and equipped Soldiers and Airmen for federal mobilization. From October 2013 through September 2014, the Missouri National Guard deployed 908 Soldiers and 176 Airmen around the world.

OVERSEAS DEPLOYMENTS

131st Bomb Wing	Whiteman Air Force Base
139th Airlift Wing	St. Joseph
1st Battalion - 135th Aviation Regiment (Attack)	Whiteman Air Force Base
1438th Engineer Company (Multi-Roll Bridge Company)	Macon
70th Mobile Public Affairs Detachment	Jefferson City
Detachment 40 Operational Support Airlift Command	Jefferson City
1107th Aviation Group (Theater Aviation Sustainment Maintenance)	Springfield
35th I.D. (Mo) Elements KFOR 18	Lexington
276th EN CO Vertical Construction	Pierce City
220th EN CO Horizontal Construction	Festus
35th I.D. (Mo) Elements KFOR 19	Lexington



ACCOMPLISHMENTS

FAMILY RESILIENCY CENTER

The Missouri National Guard Foundation is working with private partners to build a new Family Resiliency Center at its headquarters at Ike Skelton Training Site in Jefferson City. The Center will provide a cornerstone for programs designed to combat the military service-related challenges that face Guardsmen and their Families.

The Missouri National Guard Foundation has received more than \$600,000 in donations from organizations, businesses and individuals. Generous contributions have been made by the Veterans United and World Wide Technology foundations, Ameren-Missouri, and Kansas City-based J.E. Dunn Construction, to name a few. As important are the countless individuals who have donated through the federal and state combined charitable campaigns, shared proceeds from use of the Guard Credit Card, and personal donations.

There has been a marked increase in deployments since Sept. 11, 2001. Accordingly, there has been an increase in the need for services to address the stress that comes with adjustment from active duty to civilian life often experienced by Guard members and their Families. The Foundation's top priority is to meet the increasing need to support those who serve and have served in the Mis-

souri National Guard and other armed forces branches and their Families. Its starting point is construction of the Center, because no federal or state funding is available for such a facility.

This Center will be the heart of the Pillars of Resiliency, a focal point for spiritual well-being, Family counseling and embedded behavioral health care. With offices, screening rooms, and counseling rooms to accommodate individuals and groups, the Center will support an array of services. Programs will help Guardsmen improve mental health, deal with grief, address stress-related matters, advance suicide awareness, and reunite with Family. Construction is now underway for the Resiliency Center.

The Center will overlook the Missouri River from the bluffs of the Guard's headquarters in Jefferson City. It will include a nondenominational chapel area available for members of the armed services and Veterans and their Families to host funerals, memorial services, weddings and other ceremonies.

For detailed information about the Resiliency Center, please visit www.MONGF.org.



MISSOURI RESERVE FORCE

Maj. Gen. Steve Danner, the Adjutant General, has established the Missouri Reserve Force to complement the Guard in its mission to assist civil authorities in emergencies, to assist the National Guard in carrying out its mission to recruit, train and prepare National Guard Soldiers and Airmen to deploy in service to the U.S., and to assist Family members at home during deployments. Every member is a true volunteer who serves without pay and will bear their own expense for service, travel, uniforms and incidentals.

Missouri Reserve Force volunteers are recruited from Missouri Army and Air Guard retirees. Their experience and knowledge of emergency and disaster operations are valuable assets to the state. The Missouri Reserve Force is working with the Missouri Department of Health to establish a medical section made up of doctors and nurses from the Show-me Response organization. They will provide another means of assisting the citizen of Missouri during natural or manmade disasters. We also are recruiting individuals with backgrounds in counseling, amateur radio operations, law enforcement, firefighting and emergency response, as well as farmers, ranchers, and National Incident Management System emergency management-qualified citizens.

Since this is a truly civilian-skills oriented reserve force, weapons training or use of arms are not part of the Missouri Reserve Force mission. Membership in the Force may not include any person serving in the active-duty, National Guard or Army Reserve, to include Ready Reserve and Standby Reserve. Retired Reserve members may volunteer for the Force.

Recently, the Missouri Reserve Force has focused personnel training as liaison officers to supplement the National Guard Soldiers who are the Missouri National Guard's bridge to local cities, towns and county governments.

Missouri Reserve Force applicants and members must self-certify that they are able-bodied citizens and capable of performing moderate physical activity including sandbagging, chain saw operation, debris removal, and search and rescue walking. Personnel in the professional and Partners in Care categories must self-certify they are capable of performing their profession. If you are interested in becoming a volunteer member of the Missouri Reserve Force please contact the Office of the Adjutant General at 573-638-9633 or e-mail: ngmo.mrf@ng.army.mil

ACCOMPLISHMENTS

MUSEUM OF MISSOURI MILITARY HISTORY

The Museum of Missouri Military History has moved from the old Thomas Hall to a renovated building at the entrance to the Ike Skelton Training Site, achieving a long-held Adjutant General vision.

The new facility boasts 6,500 square feet of space, allowing for a great deal of expansion and additional displays. By comparison, the old facility had approximately 900 square feet of exhibit space. Its new location, co-located with the Patriot Center near the front gate of Ike Skelton Training Site, makes the facility much more accessible to visitors.

Initiated in 2013, the relocation project for the museum took almost a year to complete. The building had to be converted from maintenance training bays to museum exhibit areas that conformed to Army regulations. In addition to cosmetic changes to the facility, overhead doors had to be converted into durable walls, museum quality lighting had to be installed, heating and air conditioning systems were set in place, and fire suppression systems were upgraded. The result is a state-of-the-art museum with displays featuring more than 200 years of Missouri Guard history.

Displays include a 1952 Jeep, 1927 Chrysler staff car, Model 1841 6-pound cannon, WWI French 75mm cannon, M1902 3" cannon, and a Vietnam era Huey helicopter. Other exhibits include several display cases about Missouri citizens serving in WWI. A major feature includes other the WWII exhibits noting Missouri's military contributions to both the Pacific and European theaters of action during the war. The outdoor space adjacent to the front entrance provides for exhibition of macro artifacts. Currently located in the area are an M4 E8 Sherman tank, F-15 Eagle jet fighter, M551 Sheridan tank, and a Huey Cobra attack helicopter.

Future plans for the outdoor area include installation of an F4 Phantom II jet fighter display. Several flat screen monitors installed in the new facility exhibit clips of videos detailing Missouri's military history while others provide images about specific battles, conflicts, or events in Missouri's military history. Overall, the museum exhibits detail Missouri's military history from the Revolutionary War to the present conflicts in Iraq and Afghanistan. Museum staff is always looking for new and exciting exhibit items to help tell the rich story of Missouri's military history.



COUNCIL OF GOVERNORS AND NATIONAL GOVERNORS ASSOCIATION

The Missouri Guard's commander-in-chief, Gov. Jay Nixon, holds a critical position serving on the Council of Governors.

In 2014, deeply concerned about the pending cuts in the Department of Defense 2015 budget, the Council of Governors addressed their concerns in a letter to Robert Work, deputy secretary of the U.S. Department of Defense, and John McHugh, secretary of the Army.

The Council outlined several recommendations to meet the needs of the nation and our states including:

- Limit turmoil that affects states' abilities to respond to homeland emergencies.
- Retain a role for the Army Guard in combat aviation.
- Leverage the National Guard's cost-effectiveness to maintain end strength.

Additionally, the governors addressed a growing national concern by developing the Joint Action Plan for State-Federal Unity of Effort on Cyber Security. The plan outlined a commitment by states, DHS and DoD to work together to improve the nation's cyber security posture. It established a framework to guide state-federal discussions in areas such as information sharing, operational coordination and incident response.

The council's mission is to strengthen the partnership between the federal and state governments and enhance the protection of the homeland. The president selects governors for the council with input from governors and governors' associations to serve two-year terms. The council reviews matters involving the National Guard, homeland defense, civil support, synchronization and integration of state and federal military activities in the US, and other matters related to the council's charter.

STATE OF THE MISSOURI NATIONAL GUARD

AIR NATIONAL GUARD

The Missouri Air National Guard achieved 101.93 percent strength with 2,293 Airmen.

ARMY NATIONAL GUARD

The Missouri Army National Guard achieved 110 percent strength with 9,440 Soldiers.

ORGANIZATION

The Missouri National Guard provides trained, ready forces to the governor and president. Readiness is the formation's cornerstone. Having achieved all-time highs, Missouri is a national leader in individual and unit readiness. Individual Soldiers and Airmen must

be proficient leaders who are disciplined, duty-qualified, medically and administratively ready, professionally developed, and resilient. Units respond when called, empirically exceeding standards and expectations.

EQUIPMENT

The Missouri National Guard is currently equipped at 92 percent for critical dual use equipment, which is equipment utilized for state and federal mission requirements. Projected equipment on hand improves to 97 percent for critical dual use equipment by December 2015.

The logistics community, in coordination with the operation branches, continues to fulfill valid requirements to support operations at home and abroad. This has resulted in Missouri's ability to outpace peers in acquisition of modern equipment and divestiture of legacy systems, giving Missouri the unique abilities to function in an austere environment. Some of the new systems projected for fiscal year 2015 will assist in modernizing medical equipment, mine removal, troop and cargo carrying, material handling, mission

command, aviation maintenance, and upgraded weapon systems.

The Missouri National Guard continues to rank among the top 10 National Guards nationwide on managing excess equipment and divesting legacy equipment. The ability of property managers and maintainers at all levels to identify legacy equipment and prepare it for redistribution or divestment has allowed Missouri to modernize equipment and phase out antiquated equipment. This has markedly improved the Missouri Guardman's ability to operate in any situation.

The Missouri National Guard's ability to lean forward has resulted in its selection by National Guard Bureau for equipment management changes occurring at the national level.

OPERATIONAL FORCES

As deployments overseas declined as a whole in fiscal year 2014, the Missouri Guard remained vigilant in its initiatives and commitments to the nation and the state through training, continued deployments overseas, and state emergency duty at home.

The Missouri National Guard welcomed home units that deployed to Afghanistan in fiscal year 2013. The 1438th Engineer Company and the 70th Mobile Public Affairs Detachment were both recognized for their outstanding performance during deployment. The 1-135 Aviation Regiment (Attack), returned home after completing a successful deployment performing combat operations in Afghanistan. Other aviation assets that returned home from deployment included the 1107th Aviation Group (Theater Aviation Sustainment Maintenance) and Detachment 40, Operational Support Airlift Command, which provided the command and control mission for Task Force Odin.

The Engineer Brigade deployed the 276th Engineer Company (Vertical) and the 220th Engineer Company (Horizontal), which supported the drawdown of forces in Afghanistan. The brigade also oversaw the Beyond the Horizons exercise in Guatemala, where over 200 Soldiers provided medical and engineer assets to benefit the people and towns in the area. The 35th Infantry Division (MO) deployed elements from two different units to Kosovo in support of NATO Headquarters and its ongoing efforts in the region.

At home, 70th Troop Command is tasked as the FEMA Region VII Homeland Response Force (HRF), one of only 10 HRFs nationwide. While capable as an all-hazards response force, the unit is designed to respond to Chemical, Biological, Radiological, and Nuclear incidents. The Missouri National Guard also activated over 350 Soldiers and Airmen for Operation Show Me Protection in August and more than 2,200 in November and December, 2014..

PLANNING AND PREPAREDNESS

In fiscal year 2014, the Missouri Guard successfully participated in the Central U.S. Earthquake Consortium Capstone Exercise. Guardsmen trained with SEMA, FEMA and other partners on necessary interagency and interstate coordination to respond to a catastrophic New Madrid Seismic Zone earthquake.

Missouri continues to train Guardsmen to take on the duties and responsibilities of liaison officers. Liaison officers coordinate with emergency management directors and military leaders at various levels to ensure Missouri National Guard capabilities and resources are used in the most efficient manner. These Soldiers and Airmen continue to be the front line for mission success.

The Missouri National Guard continues to ensure key command and staff personnel are fully trained in the National Incident Management System and Defense Support to Civil Authorities.

Guardsmen are scheduled to participate in the Vibrant Response 2015 exercise. This exercise is a U.S. Northern Command and Army North-planned event designed to confirm and enhance CBRN readiness. The exercise will allow Missouri Guard personnel to plan and coordinate with required state and federal level partners.

Missouri continues to train nationally in response to cyber threats. The Missouri Guard recently participated in Cyber Shield 2014, an exercise sponsored by National Guard Bureau that allows states to train on the processes and procedures required to respond to a cyber incident. Missouri's cyber unit has proven effective and has been asked to train other Soldiers and Airmen across the country.

As in the past, the Missouri National Guard stands trained and ready to respond to any mission required, whether within the State of Missouri or abroad.

SUPPORT ELEMENTS (GENERATING FORCE)

JEFFERSON CITY

ORGANIZATION

Headquarters and Headquarters Detachment, Joint Force Headquarters (Army)

- 135th Army Band - Jefferson City
- Counter Drug Task Force - Jefferson City
- 70th Mobile Public Affairs Detachment - Jefferson City
- 135th Support Detachment (Rear Operations Center) - Jefferson City
- 1924th Support Detachment - Jefferson City
- 135th Military History Detachment - Jefferson City
- 429th Judge Advocate General Detachment - Jefferson City

Jefferson City



Missouri Army National Guard Training Center

- MOARNG Training Center - Camp Crowder
- MOARNG Training Center - Fort Leonard Wood
- MOARNG Training Center - Macon
- MOARNG Training Center - Camp Clark
- MOARNG Training Center - Wappapello
- MOARNG Training Center - Jefferson City

Nevada

Recruiting and Retention Battalion

- Detachment 1 (RSP) - St. Joseph
- Detachment 2 (RSP) - Kansas City
- Detachment 3 (RSP) - Sedalia
- Detachment 4 (RSP) - Springfield
- Detachment 5 (RSP) - Cape Girardeau
- Detachment 6 (RSP) - Columbia
- Detachment 7 (RSP) - Festus
- Detachment 8 (RSP) - Macon

Jefferson City

140th Regional Training Regiment

- Regional Training Site Maintenance - Fort Leonard Wood
- 1st Battalion (Engineer), Training Battalion - Fort Leonard Wood
- 2nd Battalion, 140th Regiment (Regional Training Institute) - Fort Leonard Wood

Fort Leonard Wood

Missouri Medical Detachment

- Troop Medical Clinic 1 - Jefferson City
- Troop Medical Clinic 2 - Jefferson Barracks
- Troop Medical Clinic 3 - Neosho

Jefferson City/Neosho/Jefferson Barracks



35TH ENGINEER BRIGADE

FORT LEONARD WOOD

ORGANIZATION



MISSION

Missouri Engineers will always lead, clear the way, and build in any environment; selflessly serving and defending those in need.



Col. William B. Blaylock II

Command Sgt. Maj. Steven A. Stuenkel

Headquarters and Headquarters Company

Fort Leonard Wood

1140th Engineer Battalion

Cape Girardeau

- Headquarters and Headquarters Company - Cape Girardeau
- 220th Engineer Company (Horizontal) - Festus
- 880th Engineer Detachment (Haul) - Perryville
- Forward Support Company - Cape Girardeau
- 1138th Engineer Company (Sapper) - Farmington/Fredericktown
- 1438th Engineer Company (Multi-Role Bridge) - Macon/Kirksville

203rd Engineer Battalion

Joplin

- Headquarters and Headquarters Company - Joplin
- 1141st Engineer Company (Sapper) - Kansas City
- 1135th Engineer Company (Clearance) - Richmond
- 294th Engineer Company (Horizontal) - Carthage/Anderson
- Forward Support Company - Joplin
- 276th Engineer Company (Vertical) - Pierce City/Springfield
- 335th Engineer Team (Area Clearance) - Rolla

229th Multifunctional Medical Battalion

Jefferson City

- Headquarters and Headquarters Company - Jefferson City
- 205th Area Support Medical Company - Kansas City
- 206th Area Support Medical Company - Springfield/Jefferson Barracks

235th Engineer Detachment (Construction Management)

Fort Leonard Wood

HIGHLIGHTS

- The 35th Engineer Brigade continued its robust tempo in support of the Global War on Terror; the 1438th Engineer Company completed an extremely successful deployment to Afghanistan where they emplaced fixed bridging and supported maintenance and recovery of bridging assets.
- Both the 203rd and 1140th Engineer Battalions successfully executed construction missions in the state, improving the facilities and quality of life for Missouri Soldiers.
- The 220th and 276th Engineer Companies deployed to Afghanistan to support recovery operations in theater.
- The brigade culminated its year by welcoming the 229th Multifunctional Medical Battalion into the Command. The 229th participated in the Southcom joint training exercise, Trade Winds 2014, with 14 medical personnel providing medical support to U.S. troops by training military personnel from over 13 different nations.
- The engineer brigade provided the mission command element for Beyond the Horizons 2014 in Guatemala, which saw the successful construction of three new schools, a new clinic, completion of a school renovation project, and some 15,000 local patients treated by three Medical Readiness Exercises for Training.



110TH MANEUVER ENHANCEMENT BRIGADE

KANSAS CITY

ORGANIZATION

Col. John M. Oberkirsch
Command Sgt. Maj. John B. Sportsman

Headquarters and Headquarters Company

Kansas City

1st Battalion, 138th Infantry Regiment

Kansas City

- Headquarters and Headquarters Company - Kansas City
- Company B - St. Louis
- Det. 1, Company C - Perryville
- Det. 1, Company D - Anderson
- Company A - Boonville
- Company C(-) - St. Louis
- Company D(-) - Monett
- 138th Forward Support Company - Jefferson City



1st Battalion, 129th Field Artillery

Maryville

- Headquarters and Headquarters Battery - Maryville
- Battery B - Chillicothe
- 1128th Forward Support Company - Marshall
- Battery A - Albany
- Battery D - Independence

311th Brigade Support Battalion

Lexington

- Headquarters and Headquarters Company - Lexington
- Company B - Fulton
- Company A(-) - Nevada
- 548th Transportation Company - Trenton

135th Signal Company

Kansas City

HIGHLIGHTS

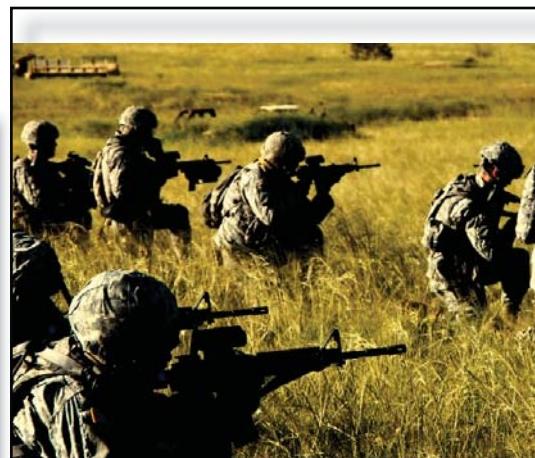
• The 110th Maneuver Enhancement Brigade completed the 30th annual Golden Coyote Multi-National Joint Training Exercise in South Dakota this year through the hard work of our partners from Denmark, Great Britain, Canada, Germany, and Suriname as well as service members of the U.S. Naval Reserve, the Missouri Air National Guard, and 15 Army National Guard states. The 110th successfully completed a wide variety of engineer, military police, infantry, and mission-command tasks in a stability operations construct while taking advantage of the location by reenlisting several Soldiers during a memorable Mt. Rushmore ceremony. The 110th demonstrated its flexibility by also serving in a second multinational exercise as the Canadian Division MEB for an Asian Pacific exercise known as Operation Ulchi Freedom where it was instrumental in providing maneuver support.

• The 1st Battalion 129th Field Artillery Regiment had several accomplishments to include Capt. Jennings winning the General Douglas MacArthur Excellence Award, the Truman Chapter winning the Best Chapter of Excellence Award from the United States Field Artillery Association, and the 1128th Forward Support Company winning the Region V Army Award for Maintenance Excellence.

• The 1st Battalion 138th Infantry Regiment conducted its annual training at Camp Guernsey, WY in support of Golden Coyote, where its training culminated in a complex company-level combined arms live fire exercise that included Mortars, heavy weapons, machine guns, and individual weapons.

• The 311th Brigade Support Battalion's organic and attached units managed and transported supplies to units throughout South Dakota and Wyoming, sustaining the 110th's Multi-National Task Force of over 4,200 Soldiers.

• The 135th Signal Company significantly contributed to Operation Golden Coyote as well, incorporating five nodes into the exercise network and three allied nations within the radio network. The 135th demonstrated its superior proficiency by enabling the 110th to relocate its Tactical Command Post, and in record time, while maintaining mission command at the main.



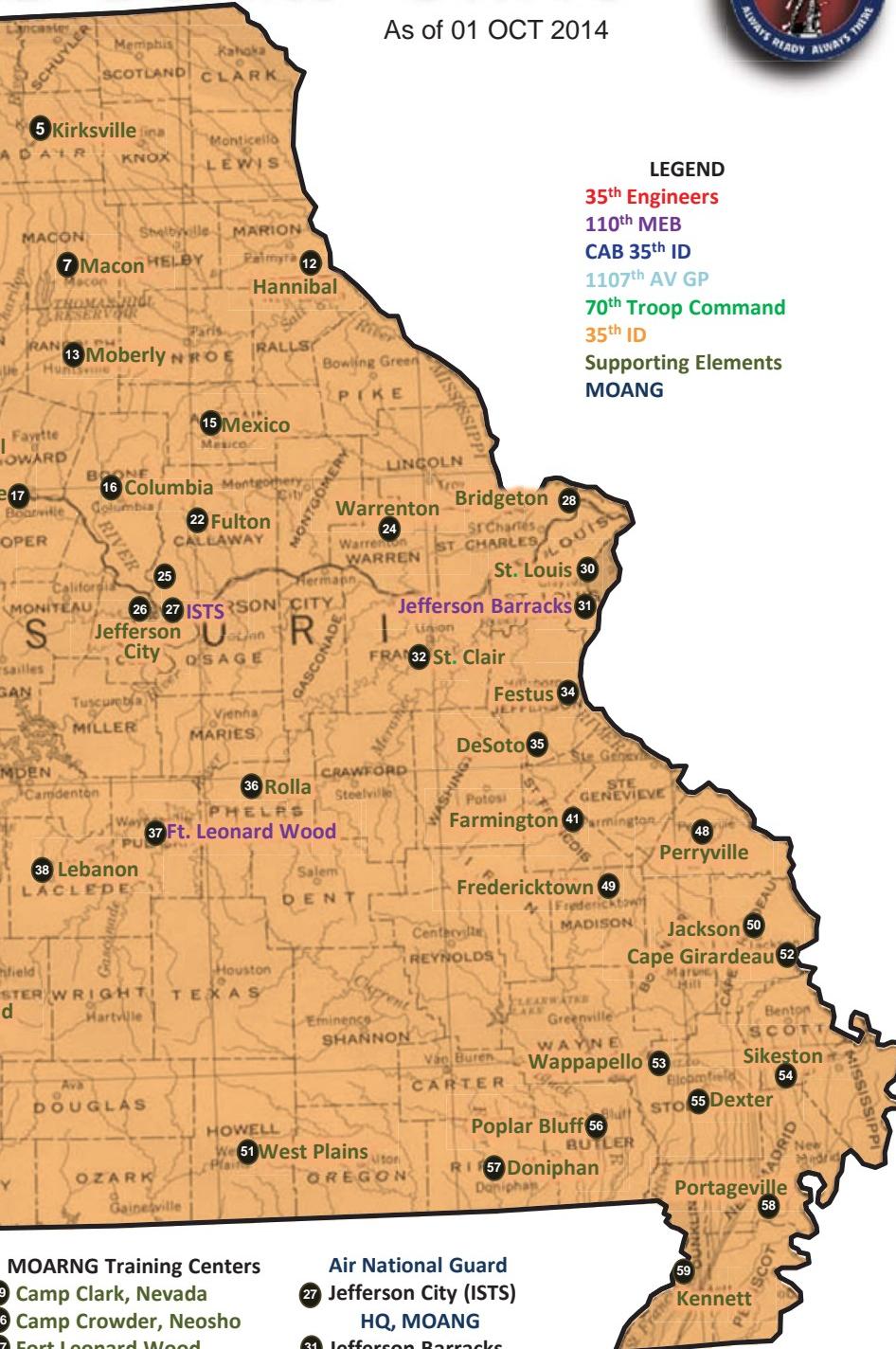
MISSOURI NATIONAL GUARD



- ② Albany
Btry A, 1-129 FA
- ⑦ Anderson
Det 1, 294 EN CO
Det 1, Co D, 1-138 IN
- ⑬ Aurora
Co A, 935 AV SPT BN
- ⑯ Boonville
Co A, 1-138 IN
- ⑯ Bridgeton (LIA)
3175 CM CO
1035 MAINT CO
- ⑤ Cape Girardeau
HHC, 1140 EN BN
FSC, 1140 EN BN
Det 5, MO R&R Bn (RSP)
- ⑯ Carthage
294 EN CO (-)
- ⑥ Chillicothe
Btry B, 1-129 FA
- ⑬ Clinton
Co E (-), 1-135 AV
Det 3, MO R&R Bn (RSP)
- ⑯ Columbia
HHD, 175 MP BN
Det 6, MO R&R Bn (RSP)
- ⑯ De Soto
735 QM CO (-)
- ⑮ Dexter
1221 TRANS CO (-)
- ⑦ Doniphan
Det 2, 1137 MP CO
- ④ Farmington
1138 EN CO (-)
- ⑯ Festus
220 EN CO
Det 7, MO R&R Bn (RSP)
- ⑦ Ft. Leonard Wood
HHC, 35 EN BDE
235 EN DET
Co C, 1-106 AV
Det 1, HHC, 1-106 AV
Det 1, Co D, 1-106 AV
Det 1, Co E, 1-106 AV
HQ, 140 REGT (RTI)
2 BN, 140 REGT (GS)
1 BN, 140 REGT (EN)
RTS-M MO
- ⑯ Fredericktown
Det 1, 1138 EN CO
- ⑫ Fulton
Co B, 311 BSB
- ⑫ Hannibal
2175 MP CO (-)
- ⑯ Harrisonville
1139 MP CO
- ⑩ Independence
Btry D, 1-129 FA
- ⑯ Jackson
Det 1, 1137 MP CO
- ⑳ Jefferson Barracks
70 TROOP COMMAND
1138 TRANS CO
Det 1, 206 MED CO
Det 2, MOARNG MED DET
Det 3, CO B, 35th ID (ACE)
- ㉖ Jefferson City (Blue Armory)
HHC, 835 CSSB
138 FSC, IN
MO Recruiting and Retention Bn
Co B, 1-376 AV
- ㉕ Jefferson City (CFF)
Det 40, OSACOM
7 CST (WMD)
- ㉗ Jefferson City (ISTS)
HHD, JFHQ (ARMY)
JFHQ (JOINT)
429th JAG DET
HHD, 229 MED BN
- ⑰ Perryville
880 EN TM
Det 1, Co C, 1-138 IN
- ⑭ Pierce City
276 EN CO (-)
- ⑮ Poplar Bluff
HHD, 205 MP BN
- ⑮ Portageville
Det 1, 1221 TRANS CO
- ⑧ Richmond
1135th EN CO
- ⑯ Rolla
Det 1, 735 FSC
335th EN CO
- ㉒ St. Clair
1175 MP CO (-)
- ④ St. Joseph
Det 1, Co A 35 ID
Co B, 35 ID(-)
Co C, 35 ID
Det 1, MO R&R BN (RSP)
- ㉐ St. Louis
Det 1, 1175 MP CO
Co B, 1-138 IN
Co C (-), 1-138 IN
- ⑯ Sedalia
HHC, CAB 35TH ID
- ⑮ Sikeston
Det 2, 1221 TRANS CO
- ㉔ Springfield (Armory)
HSC, 935 CS AV SPT BN
206 MED CO
Det 1, 1138 MP CO
Det 4, MO R&R BN (RSP)
Det 1, 276 EN CO
135 ARMY BAND
- ㉔ Springfield (Airport)
HHD, 1107 AV GRP
Co A, 1107 AV GRP
Co B, 1107 AV GRP
Det 3, Co F, 1-169 AV MEDEVAC
Det 10 CoE 1-169 AV MEDEVAC
Det 10, Co D 1-169 AV MEDEVAC
Det 3, Co I, 185 AV REGT(C23)
- ③ Trenton
548 TRANS CO
- ① Maryville
HHB, 1-129 FA
- ⑯ Mexico
Det 1, 3175th MP CO
- ⑬ Moberly
Det 1, 2175 MP CO
- ⑯ Monett
Co D (-), 1-138 IN
- ⑯ Neosho
Det 1, MOARNG MED DET
- ㉙ Nevada
Co A, 311 BSB
- ㉚ Warrensburg
Det 3, Co B, 935 AV SPT BN
Co C, 935 AV SPT BN
- ㉔ Warrenton
3175 MP CO (-)
- ㉛ West Plains
1138 MP CO (-)
- ⑯ Whiteman AFB
HHC, 1-135 AV
Co A, 1-135 AV
Co B, 1-135 AV
Co C, 1-135 AV
Co D, 1-135 AV
Det 1, Co E, 1-135 AV

NATIONAL GUARD UNITS

As of 01 OCT 2014



MOANG Training Centers

- 9 Camp Clark, Nevada
- 6 Camp Crowder, Neosho
- 7 Fort Leonard Wood
- 3 Wappapello
- Macon
- 7 Det 1, Macon, Jeff City

Air National Guard

- 27 Jefferson City (ISTS)
- HQ, MOANG
- 31 Jefferson Barracks
- 157 AOG
- 131 CF
- 131 CES
- 239 CBCS
- 231 Civil En Flt
- 4 St. Joseph (Rosecrans)
- 139 Airlift Wing
- 241 ATC Sqdn
- 180 Airlift Sqdn
- Det 1, 139 AW

37 Cannon Range (Ft. Wood)
Det 1, 131 BW

19 Whiteman AFB

- 131 Bomb Wing
- 131 OG
- 131 MDG
- 131 MXG
- 131 MSG

ACRONYM GUIDE	
AATT	Advanced Airlift Tactics Training Center
ACE	Analysis Control Element
AOG	Air Operations Group
ASMC	Area Support Medical Company
ASB	Aviation Support Battalion
ATC	Air Traffic Control
Avn.	Aviation
Bde.	Brigade
Bn.	Battalion
BSB	Brigade Support Battalion
Btry	Battery
CAB	Combat Aviation Brigade
CBCS	Combat Communications Squadron
CF	Communications Flight
CES	Civil Engineer Squadron
Chem.	Chemical
CID	Criminal Investigation Division
Clnrc	Clearance
Co.	Company
Const.	Construction
Contg	Contingency
CBRN	Chemical, Biological, Radiological, and Nuclear
CSSB	Combat Sustainment Support Battalion
CS	Combat Support
Ctr.	Center
Det.	Detachment
Ele	Element
En./ENGR	Engineer
FAR	Field Artillery Regiment
Fld Svc	Field Service
FSC	Forward Support Company
FSS	Force Support Squadron
GS	General Studies
HHB	Headquarters and Headquarters Battery
HHBn	Headquarters and Headquarters Battalion
HHC	Headquarters and Headquarters Company
HHD	Headquarters and Headquarters Detachment
HIMARS	High Mobility Artillery Rocket System
HORIZ	Horizontal
HSC	Headquarters Support Company
Hvy.	Heavy
ID	Infantry Division
IN	Infantry
JFHQ-MO	Joint Force Headquarters - Missouri
LRS	Logistics Readiness Squadron
Maint.	Maintenance
MEB	Maneuver Enhancement Brigade
Med.	Medical
Mgmt.	Management
MOANG	Missouri Air National Guard
MOARNG	Missouri Army National Guard
MP	Military Police
MPAD	Mobile Public Affairs Detachment
MRBC	Multi-Role Bridge Company
MSG	Mission Support Group
MXG	Maintenance Group
NSC	Network Support Company
OG	Operations Group
OSACOM	Operational Support Airlift Command
QM	Quartermaster
RGMT	Regiment
RTI	Regional Training Institute
RTS-M	Regional Training Site - Maintenance
Sec.	Section
SFS	Security Forces Squadron
SMC	Support Maintenance Company
Spt.	Support
Sqdn.	Squadron
STB	Special Troops Battalion
Svc.	Service
Sust.	Sustainment
TASMG	Theater Aviation Sustainment Maintenance Group
TCP	Tactical Command Post
TEBn	Training and Evaluation Battalion
Tm.	Team
Tng.	Training
Trans.	Transportation
Vert.	Vertical
WMD	Weapons of Mass Destruction

70TH TROOP COMMAND

JEFFERSON BARRACKS



MISSION

The mission of the 70th Troop Command is to provide mission command, training guidance, assistance and administrative and logistical support to its subordinate commands.

The command serves as the FEMA Region VII Homeland Response Force.



ORGANIZATION

Col. Sharon A. Martin
Command Sgt. Maj. Jay W. Marsden

Headquarters and Headquarters Detachment

Jefferson Barracks

175th Military Police Battalion

Columbia

- Headquarters and Headquarters Detachment - Columbia
- 2175th Military Police Company - Hannibal
- 3175th Military Police Company - Warrenton
- 1139th Military Police Company - Harrisonville
- Det. 1, 2175th Military Police Company - Moberly
- Det. 1, 3175th Military Police Company - Mexico

205th Military Police Battalion

Poplar Bluff

- Headquarters and Headquarters Detachment - Poplar Bluff
- Det. 1, 1137th Military Police Company - Jackson
- 1138th Military Police Company - West Plains
- 1175th Military Police Company - St. Clair
- 1137th Military Police Company - Kennett
- Det. 2, 1137th Military Police Company - Doniphan
- Det. 1, 1138th Military Police Company - Springfield
- Det. 1, 1175th Military Police Company - St. Louis

835th Combat Sustainment Support Battalion

Jefferson City

- Headquarters and Headquarters Company - Jefferson City
- Det. 1, 735th Quartermaster (Field Service Company) - Rolla
- 1221st Transportation Company - Dexter
- Det. 2, 1221st Transportation Company - Sikeston
- 3175th Chemical Company - St. Louis (Lambert)
- 735th Quartermaster (Field Service Company) - DeSoto
- 1035th Support Maintenance Company - St. Louis (Lambert)
- Det. 1, 1221st Transportation Company - Portageville
- 1138th Transportation Company (Medium Truck) - Jefferson Barracks

7th Weapons of Mass Destruction Civil Support Team

Jefferson City

Homeland Response Force

Jefferson Barracks

HIGHLIGHTS

- 70th Troop Command exercised brigade, battalion, and company-level staffs during the Kansas Vigilant Guard Exercise in August 2014.
- Continued to conduct operations as the Homeland Response Force Mission Command (Headquarters and Headquarters Detachment, 70th Troop Command), Chemical, Biological, Radiological and Nuclear (CBRN) Assistance Support Element (175th and 205th Military Police Battalions), CBRN Task Force Mission Command (835th Combat Sustainment Support Battalion), Decontamination (3175th Chemical Company), and Search and Extraction (735th Quartermaster Company).
- 70th Troop Command hosted representatives from Thailand and Panama as part of the State Partnership Program, passing on expertise in flood response (Thailand) and search and rescue operations (Panama).
- 1175th Military Police Company conducted advanced chemical defense training for 100 Soldiers at the Chemical Defense Training Facility, Fort Leonard Wood as part of its Homeland Response Force mission.
- Participated in Operation Show Me Protection, a state emergency duty civil disturbance response mission in Ferguson in August 2014, with the 175th and 205th Military Police Battalions providing security personnel and the 835th Combat Sustainment Support Battalion providing logistical support.
- 1035th Support Maintenance Company conducted annual training rotations in support of Beyond the Horizon 14, sending 132 soldiers to Guatemala for two weeks.
- The 175th Military Police Battalion conducted law enforcement training and ride-alongs with the 92nd Military Police Battalion at Fort Leonard Wood, certifying nearly 500 military police Soldiers from the MONG on all law and order tasks.



35TH COMBAT AVIATION BRIGADE

SEDALIA

ORGANIZATION

Col. Thomas J. Burson
Command Sgt. Maj. Javier R. Acosta

1-135th Aviation Regiment (Attack)

- Headquarters Company - Whiteman Air Force Base
- Company B - Whiteman Air Force Base
- Company D - Whiteman Air Force Base
- Det 1, Co E, 1-135th ARB - Whiteman Air Force Base/Clinton
- Company A - Whiteman Air Force Base
- Company C - Whiteman Air Force Base
- Company E(-) - Whiteman Air Force Base/Clinton

Whiteman Air Force Base

3-135th Aviation Regiment

- Headquarters Theater Aviation - Lebanon
- Company B, 1-376th Aviation - Jefferson City
- 1-169th Aviation (MEDEVAC) - Springfield
- 1-106th Aviation Regiment - Fort Leonard Wood
- Det. 40, Operations Support Airlift Command - Jefferson City

Lebanon

935th Aviation Support Battalion

- Headquarters Support Company - Springfield
- Detachment 3, Company B - Warrensburg
- Company A - Aurora
- Company C - Warrensburg

Springfield

HIGHLIGHTS

- Brigade headquarters and Headquarters Company executed a reset year following a deployment in support of Operation Enduring Freedom during FY 2012-2013. The unit participated in the first Annual Midwest Herofest, 5th Annual Memorial Ride, and 5K Midwest Hero Dash in Sedalia.
- They were selected as the 2013 Army Aviation Association of America's John J. Stanko Army National Guard Aviation Unit of the Year. They received a Meritorious Unit Commendation for achievement during Operation Enduring Freedom. They were also recommended for an Army Superior Unit Award for performance during the non-resident phase of the unit fielding and training program.

- HQ, 1-135th ARB served as headquarters of Task Force Reaper, providing command and control for the only full spectrum aviation task force in regional command North comprised of both active duty and reserve component units. While deployed in support of Operation Enduring Freedom, the 1-135th ARB flew 12,861 flight hours in support of 2,415 missions and completed 33 engagements. Since receiving AH-64 Apache helicopters in 2002, the battalion has flown 36,913 total hours with no Class A or B accidents.

- Headquarters and Headquarters Company, 3-135th Theater Aviation participated in a "back to the basics"

annual training at Camp Crowder and Fort Leonard Wood in June.

- Detachment 40, Operational Support Airlift Agency Command returned from its second deployment to Afghanistan as part of Joint Task Force Observe, Detect, Identify, Neutralize, known as ODIN. Detachment 40 (Rear Det.) consecutively received the award for OSAA Small Unit of the Year-Western Division.
- Soldiers of Co C, 1-106th Avn & Dets conducted UH-60 Air Movement Operations during Operation Golden Coyote in June, 2014. Co B, 1-376th S&S finalized the fielding of four UH-72A Lakota light utility helicopters, the US Army's newest helicopter.
- Det 3, Co F, 1-169th MEDEVAC executed a reset year upon completing its nine month deployment in support of Operation Enduring Freedom in Afghanistan.
- 935th ASB hosted the 35th CAB weapon's qualification in March and September of 2014. Spc. Andrew Mills, Company A was named the 35th CAB Soldier of the Year. The unit hosted a multi-state warfighter information network - tactical fielding in March at Springfield. Additionally, the unit supported Operation New Horizon in Guatemala with numerous Soldiers and equipment. Finally the unit supported the State Air Assault Course and hosted a 35th CAB air assault pre-qualifier.



MISSION

The 35th Combat Aviation Brigade deploys to an area of responsibility to provide command, control, staff planning and supervision of combat aviation brigade operations. The brigade's units fly a combination of AH-64D Apache attack helicopters, UH-72A Lakota light utility helicopters (LUH) and UH-60 Black Hawk utility helicopters. It also has a detachment with a C-12 transport airplane. The brigade's units are capable of performing unit and intermediate aviation maintenance.



1107TH AVIATION GROUP

SPRINGFIELD



MISSION

The 1107th Aviation Group supports the Missouri National Guard by way of its mission to provide a fixed-base theater of operations dedicated to sustainment/depot capability maintenance of rotary-wing aircraft. One of the largest Missouri Guard commands, the 485-member group supports a headquarters detachment and subordinate companies A and B, all based in Springfield, Missouri.



ORGANIZATION

Col. David G. Dippold

Command Sgt. Maj. Edward J. Lambeth

Springfield

1107th Aviation Group

- Headquarters and Headquarters Detachment - Springfield
- Company A - Springfield
- Company B - Springfield

HIGHLIGHTS

- The 1107th TASMG entered the year with 100 of its 485 citizen Soldiers deployed in both Afghanistan and Kuwait, marking the fourth deployment for the Group in support of overseas contingency operations. Col. David Dippold and Command Sgt. Maj. Jack Lambeth, the Command Team of the 1107th TASMG, led the unit through this deployment executing the deployed Theater Aviation Maintenance Program (TAMP) mission. This mission set includes aviation depot repair, retrograde and aviation logistical theater support.
- Additionally, the 1107th was awarded the Safety Streamer for placing in the top 25% of the 1,898 units surveyed by the Army Readiness Assessment Program and maintaining zero Class A and B accidents during the deployment. The deployed element of the 1107th TASMG successfully returned from overseas in August 2014, with four Soldiers earning the Bronze Star Medal, 15 Soldiers earning the Meritorious Service Medal, 59 Soldiers earning the Army Commendation Medal, and 10 Soldiers receiving the Army Achievement Medal.
- While deployed, the 1107th accumulated over 12,000 depot level maintenance hours returning over 25 rotary wing aircraft to an operational status in addition to completing 499 work orders returning over 300 pieces of mission ready equipment to theater. The Group successfully managed over 8,549 excess line items valued at \$64.2 million while completing 73 engines to National Maintenance Program standards, totaling a cost savings of \$38.6 million.
- The unit takes advantage of the training opportunities at the Missouri National Guard's Theater Aviation Sustainment Maintenance Group (MO-TASMG) Shop. The opening of the new Corrosion Control Center is the highlight of the latest expansion of the TASMG campus. This state of the art campus is continually growing its capacity to provide regional aviation repair support operations on UH-60 Blackhawk, AH-64 Apache and CH-47 Chinook aircraft.



35TH INFANTRY DIVISION (MO)

LEXINGTON

ORGANIZATION

Col. (P) William A. Ward
Command Sgt. Maj. Philip C. Butler

35th Infantry Division Headquarters, Headquarters Battalion

Lexington

- Headquarters and Headquarters Company - Lexington
- Det. 1, Company A - St. Joseph
- Company B - St. Joseph
- Det. 3, Company B - Jefferson Barracks
- Company C - St. Joseph



HIGHLIGHTS

- The 35th Division participated in multiple training events, operations and exercises, while supporting two Kosovo Forces rotations.
- Training events, operations and exercises during the year include:
 - Army warrior task and battle drills training at Camp Clark Nevada, Missouri
 - Operation Panther Strike
 - Missouri Army National Guard capstone exercise, Ike Skelton Training Center, Jefferson City

• HICOM to 86th IBCT Warfighter Exercise, Fort Hood, Texas

• NGA Operations, Saint Louis

• Vigilant Guard exercise, Great Plains Training Center, Salina, Kansas

Participation in these actions have maintained a high level of readiness throughout the 35th Infantry Division.

MISSION

On order, the 35th Infantry Division mobilizes and deploys to a theater of operations and conducts Unified Land Operations in joint and coalition environments supporting a regional combatant commander or providing defense support to civil authorities within the United States as directed.



131ST BOMB WING

WHITEMAN AIR FORCE BASE/JEFFERSON BARRACKS/LAMBERT FIELD



MISSION

The 131st Bomb Wing's mission is to train and equip skilled and proud Airmen who provide full spectrum, expeditionary, B-2 global strike combat support capabilities to geographic commanders and the US Strategic Command combatant commander. The wing also organizes, trains and prepares a community-based force of ready Citizen Airmen to defend and serve the people of Missouri.

ORGANIZATION

Col. Michael Francis
Command Chief Master Sgt. Paul Carney

131st Operations Group

- 110th Bomb Squadron
- Detachment 1, Cannon Range
- 131st Operations Support Flight

131st Maintenance Group

- 131st Maintenance Squadron
- 131st Maintenance Operations Flight
- 131st Aircraft Maintenance Squadron

131st Mission Support Group

- 131st Logistics Readiness Squadron
- 131st Civil Engineer Squadron
- 131st Force Support Squadron
- 131st Communications Flight

131st Medical Group

Tenant Units

- 157th Air Operations Group
- 239th Combat Communications Squadron
- 231st Civil Engineer Squadron

HIGHLIGHTS

- The 131st Bomb Wing hosted Chief Master Sgt. of the Air Force James A. Cody and his wife, retired Chief Master Sgt. Athena Cody, who visited the 131st during March to highlight its most recent success in becoming the first fully certified bomb wing for full-spectrum nuclear operations in the National Guard.
- The 239th Combat Communications Squadron travelled to Whiteman during annual training to provide full communication connections for a bare-base set-up within 72 hours of arrival. The initial package is capable of supporting 300 users.
- Airmen from the 131st Bomb Wing, the 157th Air Operations Group, the 239th Combat Communications Squadron and the 231st Civil Engineer Flight supported Capstone 2014, an earthquake response exercise designed to test the state's ability to react to a major seismic event in the New Madrid Seismic Zone.
- A team of 20 Citizen Airmen became the first all-Guard B-2 maintenance team to support deployed operations for the jet at Nellis Air Force Base, Nevada, in mid-June as part of the final integration phase of the five-month U.S. Air Force Weapons School.
- The 131st Maintenance Group and several wing members teamed with the Missouri Army National Guard at Camp Clark to participate in realistic scenarios to help train for state emergency duty during annual training.
- The 131st Bomb Wing was awarded the Jimmy Doolittle award for its work in power projection by the Chief of Staff of the Air Force, Gen Mark A Welsh III. The AFA also acknowledged the 131st's unique classic association with the active duty's 509th Bomb Wing.
- The 157th provided skilled manpower to Pacific Air Forces, U. S. Air Forces in Europe, U.S. Africa Command, U.S. Central Command, National Guard Bureau and civil agencies in support of current operations worldwide: 157th Air Operations Group performed in excess of 2,500 total man-days in support of contingency operations.
- The 157th Air Operations Group provided support for exercises around the world and in-garrison, including Exercise Cobra Gold-14 and Exercise Talisman Sabre.
- The 231st Civil Engineer Flight provided engineering design and construction management support to Air Forces Southern and Army Forces Southern during Humanitarian and Civic Assistance Exercises New Horizons 14 and Beyond the Horizons 14, as well as command staff engineering support to Global Strike Command. The Flight continued its monthly joint training efforts with the Missouri National Guard's Joint Operations Center for state emergency duty.



139TH AIRLIFT WING

ST. JOSEPH

ORGANIZATION

Col. Ralph Schwader
Command Chief Master Sgt. Randy Miller

139th Operations Group

- 180th Airlift Squadron
- 241st Air Traffic Control Squadron
- 139th Operations Support Flight

139th Maintenance Group

- 139th Maintenance Squadron
- 139th Maintenance Operation Flight
- 139th Aircraft Maintenance Squadron

139th Mission Support Group

- 139th Civil Engineer Squadron
- 139th Communications Flight
- 139th Services Flight
- 139th Security Forces Squadron
- 139th Logistics Readiness Squadron
- 139th Force Support Squadron
- 139th Environmental Management Office

139th Medical Group

- Medical Element, Homeland Response Force, FEMA Region VII

Advanced Airlift Tactics Training Center

- Air Mobility Command Headquarters, Air Operations Squadron, Det. 5



MISSION

The 139th Airlift Wing composes 10 percent of the Missouri National Guard and is its largest concentration of personnel. The Wing remains engaged in global operations with well trained, equipped and deployable citizen-Airmen for state and federal missions with immediate combat-ready aircraft. The Wing's

C-130 H-models are highly capable, reliable aircraft that perform a variety of roles including airlift and airdrop in peace and war time missions. The Wing offers specialized units, including the 241st Air Traffic Control Squadron and the Advanced Airlift Tactics Training Center, which serves as the Air Mobility Center of

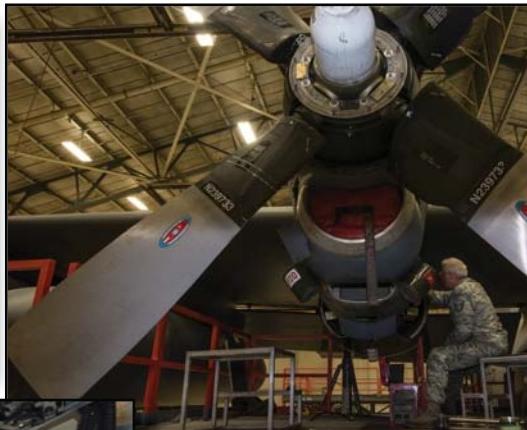
Excellence for tactics and electronic warfare development. The Wing is also home for the Medical

Element, Homeland Emergency Response Force, FEMA Region VII.

The Element provides medical triage as part of the Missouri Guard's joint support to civilian authorities.

HIGHLIGHTS

- 16 Airmen from 139th Air Terminal Operations returned from a 7-month deployment in Afghanistan.
- A C-130H Weapons Instructor Course was added to the curriculum at the AATTC. First class scheduled to begin in Spring 2015.
- Aircrew participated in the first paratrooper drop between U.S. and Cameroun as part of Central Accord 2014, and participated in Flintlock in Niger.
- Supported the following operations or exercises: NGB Patriot Exercise, Sabre Strike, Cope Taufan in Malaysia, Combined Resolve II in Germany, Arctic Carein Alaska, NATO-led exercise Steadfast Javelin II in Germany.
- 35 Airmen from the Homeland Response Force and Fatality Search and Recovery participated in multi-state exercise Vigilant Guard 2014.
- Airman took first place in National Winston P. Wilson shooting match in Team Infantry Match.
- Supported the 70th anniversary of D-day flyovers.



SPECIALIZED UNITS AND PROGRAMS

Center for Sustainment of Trauma and Readiness Skills - C-STARS

The Center for Sustainment of Trauma and Readiness Skills - better known as the C-STARS program - is designed to immerse Air Force doctors, nurses and technicians in civilian level-one trauma centers for the purpose of wartime clinical currency. Human patient simulation is an important adjunct to ensure all key readiness skills are completed.

The St. Louis program has trained over 2,300 doctors, nurses and medics completing 100 percent of their wartime readiness skills in support of the Air Expeditionary Force and disaster response teams such as the HRF and CERF for the homeland. The C-STARS program is recognized as the premier Air Force training site for trauma sustainment training with the primary focus on providing a hands-on, patient care experience supplemented by didactic lectures and world-class human patient simulation. It is the only site in the Air Force with a pediatric surgeon and pediatric nurse to maximize hands-on pediatric patient care. Training allocations have been prioritized for the Civil Support Team and Chemical, Biological, Radiological, Nuclear Enhanced Response Force and Homeland Response Force teams for the Air National Guard.



Region VII Homeland Response Force (HRF)

The Missouri National Guard is one of 10 National Guard organizations from across the nation to implement the Homeland Response Force mission. The Missouri HRF covers Federal Emergency Management Agency Region VII which includes Iowa, Kansas, Nebraska, and Missouri.

The HRF responds to natural or man-made chemical, biological, radiological, or nuclear events beyond the capability of civil authorities. Under Department of Defense guidelines, each HRF consists of 577 Army and Air Guardsmen with expertise in mass-casualty disaster response.

The HRF conducted the third large scale exercise since its inception as part of the Kansas Vigilant Guard Exercise in August 2014. This exercise combined the HRF Mission Command, Chemical, Biological, Radiological, or Nuclear (CBRN) Assistance Support Element and the CBRN Task Force Mission Command, Decontamination, and Search and Extraction elements alongside partner states to respond to a simulated disaster at the Crisis City Training Center in Salina, Kan. The Vigilant Guard Exercise prepares HRF personnel for the full-scale External Evaluation scheduled for March 2015.

The HRF performs mission command of multiple civil support teams, CBRN enhanced response force packages, and security forces to facilitate control in a chaotic CBRN environment. The HRF is supported by additional full-time military personnel to enhance planning, training, and coordination and facilitation of rapid response.



Counterdrug Task Force

The Counterdrug Task Force in fiscal year 2014 leveraged its unique assets on four fronts; providing analytical support to law enforcement to reduce the supply of illicit drugs, providing prevention professionals to communities to aid in reducing the demand for illicit drugs, providing prevention training to National Guard members, and providing aerial surveillance and reconnaissance support. The Task Force at the height of operations had 37 personnel supporting over 50 law enforcement agencies.

- The Missouri National Guard counterdrug criminal analysts have provided analytical case support to 16 different federal, state and local law enforcement agencies throughout the State over the last year. The agencies are comprised of eight federal, three state and five local agencies with area of responsibility that spans multiple states, counties, cities, and task forces.

- The criminal analyst developed intelligence products to ensure timely prosecution of suspects, allowing agency manpower to focus on the criminal investigation. Missouri National Guard counterdrug criminal analysts have directly contributed to the arrest of 2,244 suspects and the seizure of drugs, weapons, vehicles, property, and cash valued at \$72,387,464.92.

- During fiscal year 2014, counterdrug civil operations supported 55 com-

munities throughout the state with planning and strategy support. This resulted in over 450 instances of support to community coalitions, which was highlighted by over 150 coaching missions, over 90 facilitation sessions and over 65 trainings.

- Some examples of the tangible results communities have received from civil operations include:

- Jefferson City receiving a federal grant for \$100,000 over five years.
- Sikeston, at risk of losing the same grant, remaining funded for another year; and
- Statewide training conducted at five sites across the state.

- Counterdrug aviation flew 490 hours conducting aerial surveillance and reconnaissance missions of suspected drug activity, including vehicle and fixed target surveillance and marijuana eradication. The unit supported 48 federal, state and local agencies, and task forces in Missouri and Kansas.

- Aviation efforts resulted in the seizure of \$50,790,868.97 in drugs, cash, property, and weapons. Notable seizures were a 10,000 plant Mexican cartel grow in Topeka, 22 pounds of crystal methamphetamine near Kansas City, and 11 lbs of crystal meth in Sikeston.

Theater Aviation Sustainment Maintenance Group (TASMG)

Renowned as the best group in the nation, this highly specialized aviation maintenance organization is missioned to directly support 14 states. Because of years of demonstrated excellence, Missouri's TASMG performs substantial work for the active component Army and other services.

Operating at the Springfield airport, the Missouri National Guard's TASMG campus has grown substantially in the past several years, receiving addi-

tional highly technical and specialized equipment and facilities. TASMGs are outstanding examples of Guard resource management and ingenuity.

The Department of Defense funds Missouri's TASMG tens of millions, but realizes hundreds of millions in cost savings. Aircraft are serviced, repaired, and retrofitted to "like new" standards; parts are fabricated and sometimes re-designed and improved; all at a small fraction of the cost.

SPECIALIZED UNITS AND PROGRAMS

State Partnership Program

The State Partnership Program is a Department of Defense tool to promote regional stability and cooperation. Leaders of the National Guard and Army Reserve are looking to theater security cooperation missions as a way to keep their forces ready, even as demand for boots on the ground in Iraq and Afghanistan declines after more than a decade of war.

The Missouri National Guard and Panama formally established a state partnership in 1996. The Missouri Guard primarily uses subject matter expert exchanges to encourage economic development, foster democracy and strengthen partnerships between civil, military and non-governmental agencies. Currently, subject matter expert exchange engagement has led to three formal Missouri – Panama civilian agency continuing cooperation agreements.

In September 2008, Kansas City's Children's Mercy Hospital established an agreement with Panama City's Children's Hospital. In November 2009, the State of Missouri Department of Higher Education established an agreement with Panama's National Counsel of the Institute for the Formation and Betterment of Human Resources. In August 2010, the Missouri National Guard began facilitating the Panama International Rotary Club and Missouri Rotary District #6080 for a cooperative project in fiscal year 2012. To date the two Rotary Clubs are collaborating on humanitarian assistance projects independently from the Missouri National Guard.



Highlights from fiscal year 2014:

- Aircraft / Naval radar program management subject matter expert
- Armorer management
- Aviation field maintenance phase 2
- Confined space rescue
- Disciplinary procedures - uniformed code of military justice
- Logistics and supply management phase 2
- Water purification
- 3rd Annual State Partnership Program Planning Meeting

Planned fiscal year 2015 events:

- Logistics and supply management phase 2
- Senior leader bilateral talks
- 4th Annual State Partnership Program Planning Meeting
- Heavy equipment and humvee maintenance subject matter expert
- Water purification subject matter expert, phase-5
- Crime Scene Investigation, phase 1 & 2
- Rotary aviation field maintenance, phase 3
- DSCA & SINAPROC response assessment
- Subway rescue – roundtable for senior leaders, phase 1 & 2
- 5th pre-annual State Partnership Program Planning Meeting
- Airport security phase 1



7TH WEAPONS OF MASS DESTRUCTION CIVIL SUPPORT TEAM

The 7th Weapons of Mass Destruction Civil Support Team is composed of 22 Active Guard Reserve Soldiers and Airmen available to the Governor and Adjutant General of Missouri to assist civil authorities by identifying unknown hazards, assessing their severity, advising on proper protective measure and assets, and aiding civil authorities in managing consequences.

The team is the tip of the spear of the Chemical, Biological, Radiological, or Nuclear (CBRN) enterprise, capable of deploying its advanced echelon within 90 minutes of notification, and assessing the need for any additional follow-on military assets.

140th Regiment - Missouri Regional Training Institute (RTI)

Headquartered at Fort Leonard Wood, the 140th RTI consists of three battalions that conduct training at Fort Leonard Wood, Camp Clark in Nevada, and Camp Crowder in Neosho.

The mission of the 140th Regiment, Missouri Regional Training Institute, is to instruct Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS) military occupational skills training, and noncommissioned officer education system courses to U.S. Army training and doctrine command accreditation standards. The 140th Regiment also provides pre-mobilization training to deploying Missouri Guard units and other functional training events.

The regiment's philosophy is to instruct officers, warrant officers, and enlisted Soldiers in the basic tenets of leadership, management and skills in order to develop and, in turn, lead the Missouri National Guard into the future. The 140th Regiment believes in leadership by example, always leading from the front and better management through education and experience.

In fiscal year 2014, the team worked with civilian agencies to provide advanced CBRN monitoring capabilities for the 2013 World Series games played at Busch Stadium in St. Louis.

The team also conducted joint training exercises with teams from states across the country, in addition to participating in an exercise at the Nevada National Security Center.

The team also worked with the Homeland Response Force to collaborate ideas and streamline training to make both teams more cohesive members of the CBRN enterprise.

Highlights for fiscal year 2014 Include:

- 1st Engineer Battalion conducted nine classes training 116 Soldiers, including 28 Missouri Guardsmen, in MOS-qualifying engineer skills.
- 2d Battalion (General Studies) conducted 12 classes, training 229 Soldiers, including 133 Missouri Guardsmen, in MOS-qualifying transportation, military police, and functional training skills. Eight Soldiers graduated from WOCS and 28 from OCS with 27 accepting commissions.
- 5th Ordnance Battalion, Regional Training Site-Maintenance trained 303 Soldiers, including 99 Missouri Guardsmen, in 36 MOS-qualifying and NCOES maintenance-related classes this year.
- The pre-mobilization training and assistance element trained and certified more than 450 Soldiers in 5 individual units, improving the readiness of these Missouri National Guard units for deployment. However, due to budget constraints, this element was eliminated at the end of fiscal year 2014 after 7 years of service.
- The 140th Regiment participated in the planning and execution of the Best Warrior Competition and logically supported the conduct of the Air Assault Course.

FAMILY AND WARRIOR SUPPORT PROGRAMS

FAMILY PROGRAM OFFICE

The Family Program continues to develop resources and strategic partnerships with numerous organizations dedicated to supporting military families throughout the state. It also proactively facilitates programs that meet the needs of service members and families throughout our Guard community. If you have a question, please call 573-638-9500, ext 39891.

The Family Assistance Centers provide information, referral, and outreach to geographically dispersed service members and families to support them in times of crisis and to build resilience. While their primary purpose is to assist Guardsmen and their Families, they assist service members and families from any branch of service or component, Department of Defense Civilians, National Oceanic and Atmospheric Administration, and their families. Missouri has seven Family Assistance Center locations: Cape Girardeau, Jefferson City, Kansas City, Macon, Sedalia, Springfield, and St. Louis. Top resources provided to military families are community resources, financial aid, resolution on communication issues, and youth and counselor support. For more information, call 573-638-9500, ext 39688 or toll-free 866-269-7959.

The Family Readiness Support Assistants provide training and guidance for Family Readiness Groups throughout the state. They host joint Family team building events, a Family program awards conference, and the Family

Program state readiness conference. Each event serves as an opportunity for volunteer supporters to receive training on a variety of curriculum designed to enhance their ability to provide effective services at the unit level. For more information, call 573-638-9500, ext 37733.

The Child and Youth Program promotes and sustains the quality of life and resilience of Missouri National Guard children and youth by providing secure, timely, flexible, high-quality support services and enrichment programs. Events include Yellow Ribbon support, child and youth lock-ins, regional one-day events, teen council, and youth symposium. The program targets youth impacted by deployments by providing support and services to enhance the Guard Families' ability to remain resilient through multiple challenges. For more information, call 573-638-9500, ext 37729.

The Military Family Life Consultants assist Service members and their families with a variety of issues related to the cycles of deployment and reintegration. Their role is to assess needs, provide support, or refer to appropriate resources, as necessary. Service members and Families are eligible for consultations 90 days from their expected deployment date through 180 days post-deployment. The contract for the consultants ended August 14, 2014. For more information or assistance, contact Military OneSource at 800-342-9647.

MISSOURI MILITARY FUNERAL HONORS PROGRAM

The Missouri Military Funeral Honors Program provides professional military funeral honors in accordance with service tradition, the National Honor Guard Army Standard Operating Procedure, Missouri State Statutes and Regulations, and Department of Defense Instructions for all eligible Veterans when requested by an authorized family member.

Operational since July 1, 1999, the Missouri Military Funeral Honors Program is a cooperative effort between the Missouri Army and Air National Guard, the active components of the Army, Marines, Navy, Air Force and Coast Guard, and Veterans Service Organizations and Funeral Directors.

The Missouri National Guard is the lead element for this program. Current program highlights include:

- 128,944 Funerals coordinated between July 1, 1999 and Sept. 30 2014.
- 9,308 Funerals coordinated between Oct. 1, 2013 and Sept. 30, 2014. Of these, 5,274 were performed by Missouri Military Funeral Honors Honor Guard Teams and/or members of the Missouri National Guard.
- 747 Average number of funerals per month or 24 per day.

- May 1, 2014, Senate Bill 600 passed and on July 3rd the governor signed it into law. It established two new Veterans awards; Operation Iraqi Freedom and Operation New Dawn for those individuals serving on active duty between March 19, 2003 and December 15, 2011 and Operation Desert Shield and Operation Desert Storm for those individuals who served on active duty between August 7, 1990 and June 7, 1991. Funding for these two programs is expected in the 3rd quarter of FY 2015 with anticipated distribution in the 1st or 2nd quarter of FY 2016. Anticipate applications for these new awards in January 2015.

Award	Program Totals	FY14
World War II	46,844	128
Jubilee of Liberty	5,258	15
Korean War	18,283	184
Vietnam War	30,287	413

MISSOURI VETERANS RECOGNITION PROGRAM

Awards consist of a medal, medallion and certificate, along with letters from the Adjutant General and the governor of Missouri.

- The Missouri Veterans Recognition Program traces its roots to a 1919 Act of the Missouri General Assembly, which authorized the Adjutant General to procure and present a medal to Missouri veterans who served in the Spanish-American War, Mexican border service, or World War I.
- In 2000 the World War II award was created. Missouri also made available to WWII Veterans who participated in the D-Day invasion of Europe between the dates of June 6-Sept. 30, 1944, a replica of the 50th Anniversary Jubilee of Liberty Medal. In 2003, the Korean War award was added and in 2006, the Vietnam award was added.
- In July 2013, the program exceeded 100,000 awards of the WWII, Jubilee of Liberty, Korea and Vietnam awards.

Show Me Heroes

Show-Me Heroes is Gov. Jay Nixon's initiative to provide increased employment opportunities to Missouri's Veterans and members of the National Guard and Reserve forces, and to showcase employers who have pledged to do so. Established as a partnership between the Missouri Guard and the Missouri Division of Workforce Development, Show-Me Heroes helps connect Missouri's job-seeking Veterans with supporting employers.

The Show-Me Heroes website features a comprehensive list of all employers who have taken the Pledge that they value the skills and experience of Missouri's military service men and women. There are numerous additional resources for job seekers including a calendar of upcoming events and regular feature articles aimed at assisting with the modern job search. Job seekers and employers can take advantage of Missouri Career Centers located throughout the state. Dedicated Veterans outreach staff consist of local Veterans employment representatives, who provide assistance in job

placement and advocate for Veterans by developing employment opportunities with businesses, and disabled Veterans outreach program specialists, who provide case management and develop career and job training opportunities for Veterans, with special emphasis on those with service-connected disabilities and other barriers to employment.

All military Service members are given priority of service at Missouri Career Centers. Employers and job seeker are encouraged to register and maintain an account with Jobs.Mo.Gov, Missouri's premier career portal. Job seekers are able to browse through thousands of careers throughout the state. Jobs posted by Show-Me Heroes employers are marked with a special tag making them easy to identify. Employers can take advantage of the powerful candidate matching tools to make locating the right candidates easy and efficient. Additional information about the program can be found at <http://ShowMeHeroes.mo.gov>

Unit Ministry Teams

Chaplains and chaplain assistants are unit ministry teams. They assist Missouri National Guard Service members and their Families in support of first amendment freedoms. They provide personal guidance and encourage-

ment and connect Service members with resources. Chaplains and Chaplain Assistants are combat multipliers in a unit that strengthen the spirit of the Service members. For more information, call 573-638-9500, ext 39613.

Strong Bonds Married Couples and Singles Training

Strong Bonds is a Chaplain-led relationship resilience program. Strong Bonds increases Service member and Family readiness through relationship education and skills training. The Strong Bonds Couples training helps the couple in their personal development and relational enhancement in the mar-

riage. The Strong Bonds Single Soldier training helps the Soldier in personal development skills and strengthens Family and friend relationships.

For more information, call 573-638-9500, ext 39687.

FAMILY AND WARRIOR SUPPORT PROGRAMS

Survivor Outreach Services

Survivor Outreach Services are dedicated to helping Families and loved ones of fallen heroes. This unified program embraces and reassures survivors that they are continually linked to the Army Family for as long as they desire.

The program provides assistance to survivors of all military members regardless of branch, duty status, or component for as long as assistance is needed and wanted. Coordinators make contact with survivors in their respective geographical area of responsibility at least annually to verify

contact information and check on their needs and changes in their life.

The program works closely with the State Casualty Assistance Team and the Retirement Services Section to maintain continuity and offer assistance to military retiree survivors as well. Missouri works with two active duty casualty assistance centers, Fort Leonard Wood, Missouri, and Fort Leavenworth, Kansas. For more information, call 573-638-9500, ext 37784; 417-868-6000, ext 36006; or 314-416-6600, ext 36543.

Warrior and Family Resilience

Resilience is the ability to overcome adversity and experience post-traumatic growth. At the Family and Warrior Support Center, we enable Service Members to bolster existing strengths and skills and promote the individual's ability to adapt, overcome, and succeed when facing life challenges.

The **Master Resilience Training Program** is the foundation to "Train the Trainer" resilience skills for service members and their families. It focuses on the twelve resilience skill-sets and targets the six core competencies of self-awareness, self-regulation, optimism, mental agility, strengths of character, and connection. Once trained, Master Resilience Trainers provide a powerful resource to the unit commander to help identify areas of unit readiness concerns using the Unit Risk Inventory Survey and provide targeted proactive prevention training. For more information, contact the State Resilience, Risk Reduction and Suicide Prevention Program (R3SP) Manager at 573-638-9500, ext 39602.

The **Enhanced Resiliency Program** spans the course of three drill weekends and brings younger soldiers together who are within the first six years of their military career and provides additional training in resiliency, financial management, personality assessments, substance abuse, and personal relationships. Soldiers and their supporters are empowered to take control of the above mentioned topics that can trouble the younger generation of Guardsmen. For more information, contact the State Resilience, Risk Reduction and Suicide Prevention Program (R3SP) Manager at 573-638-9500, ext 39602.

The **Army Suicide Prevention Program** offers unit and individual training in Applied Suicide Intervention Skills (ASIST) and Ask-Care-Escort Suicide Intervention (ACE-SI). The ASIST Training is a two-day workshop preparing first-line leaders to recognize individuals at risk and provide intervention skills to prevent risk of suicidal thoughts which may become suicidal behaviors. The ACE-SI provides additional suicide intervention training, beyond the annual ACE requirement, for junior leaders and first-line supervisors. For additional information, contact the State Resilience, Risk Reduction and Suicide Prevention Program (R3SP) Manager at 573-638-9500, ext 39602.

The **Substance Abuse Prevention Program** consists of the Alcohol/Drug Control Officer and two Prevention Coordinators. They facilitate program development and enhancement; streamline program operations; develop standards; draft policy and guidance for review and implementation; develop relevant workforce training; and serve as a liaison with military and civic organizations. The team also serves as a support method for all commanders and Soldiers throughout the state in the referral process. If you or one of your Soldiers or family members needs help with substance abuse treatment, please contact the Substance Abuse Prevention Office at 573-638-9500, ext 37727.

The **Employment Assistance Office** works with regional Family Assistance Center Specialists to provide a wide variety of state programs and employment resources for Missouri National Guard Service Members and Families. The office also works closely with the leadership of units returning from deployment in order to provide tools for

Service members transitioning back to the civilian workforce. Direct questions to the State Employment Assistance Office at 573-638-9500, ext 39812.

The **Retirement Services Office** administers the Non-Regular Retirement Program for the Missouri National Guard. The office provides information on retirement eligibility, qualifying service, retired grade determinations, benefits, and entitlements to Service Members, Retirees, Families, and Annuitants. For more information, call the Retirement Services Office at 573-638-9500, ext 39648.

The **Transition Assistance Advisor** serves as the statewide point of contact to assist service members in accessing Veterans Affairs' health care services and benefits. The advisor also provides assistance in obtaining entitlements through the Military Health System and access to community resources. For more information, call 573-638-9500, ext 39797 or 573-291-8253.

The **Employer Support of the Guard and Reserve (ESGR)** promotes cooperation and understanding between Guard and Reserve members and their civilian employers, and assists in the resolution of conflicts arising from an employee's military commitment. The Missouri ESGR Committee also works with the new jobs initiative implemented by the White House (eBenefits Veterans Employment Center (VEC)) at www.ebenefits.va.gov/benefits/jobs and local Chambers of Commerce to help Service Members, Veterans, and spouses become more marketable for either job placement or advancement within the workforce. In addition, the ESGR program conducts briefings for Service Members and their Families, educates employers through events such as Briefings with the Boss and Boss Lifts, and participates in numerous community events, conferences, and Job Fairs. For more information on ESGR, or to nominate your employer for an Award, a Briefing With the boss or a Boss Lift, logon to www.ESGR.mil/MO or contact the state ESGR representative at 573-638-9500, ext 37730.

The **TRICARE Representative** is Missouri National Guard local liaison with TRICARE, helping Service Members and Families with issues they are experiencing with the TRICARE process and provide a better understanding of any coding or claims decisions made by TRICARE. The TRICARE Representative also assists deploying Service Members and Families with Early Eligibility Benefits. For assistance, call 573-638-9500, ext 37782.

The **Sexual Assault Prevention & Response (SAPR)** Program demonstrates the Guard's commitment to eliminate sexual assault and sexual harassment in the Missouri National Guard. Through a comprehensive policy of increasing awareness, SAPR staff provides victim advocacy, effectively engages leaders at all levels and demands accountability for those who commit these offenses. The staff also promotes sensitive care and confidential reporting for victims of sexual assault, as well as provides referral for victims of domestic violence.

For assistance, call 573-638-9500, ext 39611, or 573-694-4124, or 573-864-8654.

Yellow Ribbon Reintegration Program

The Department of Defense's Yellow Ribbon Reintegration Program provides service members and supporters with information and proactive outreach opportunities to foster healthy life-skills development throughout the deployment cycle and reintegration process.

Yellow Ribbon supports community outreach projects. Our Halloween Festivities opens the Patriot Center to the public for a glimpse into our programs and staff. Community daycare centers and Guardsmen bring their children to the Patriot Center to trick or treat, enjoy a hayride, and partake in group photos among costumed staff.

Yellow Ribbon collaborates to expand resources and combine military requirements such as financial workshops, mini job fairs, Operational

Security and Threat Awareness and Reporting Program Training, substance abuse training, extensive planning with the Youth Program, and unified efforts with Family Readiness Support Assistants.

This program successfully hosted 14 joint Yellow Ribbon Reintegration events this year, reaching approximately 3,682 service members and supporters. Yellow Ribbon coordinated and hosted a dual state event (MO and KS) to support the Kosovo Force unit/mission which was comprised of multi-state service members. The largest attended event included incorporating a water syllabus and resilience curriculum for children and youth ages 2-17, which proved to be a huge hit. Yellow Ribbon supported 9 Youth Program events. For more information, call 573-638-9500, ext 39504.

COMPETITIVE EVENTS

MISSOURI SOLDIERS AND AIRMEN OF THE YEAR

Missouri Army National Guard Best Warrior Competition

- **Soldier of the Year:** Spc. Chase Meyer, Forward Support Company 1140th Engineer
 - * Won the Region V Best Warrior competition and represented Region V in the National Best Warrior competition
- **Noncommissioned Officer of the Year:** Sgt. Nathaniel Ross, 1135th Engineer Company

Missouri Air National Guard Airmen of the Year Competition

- **Airman of the Year:** Senior Airman Ashlea Garrison, 131st Bomb Wing
- **Noncommissioned Officer of the Year:** Staff Sgt. Tyler Owenby, 131st Bomb Wing
- **Senior Noncommissioned Officer of the Year:** Senior Master Sgt. Nicholas Eyman, 131st Bomb Wing
- **First Sergeant of the Year:** Master Sgt. Frank Piemling, 131st Bomb Wing

BIATHLON

Regionals

10km/7.5km Sprint Competition

Spc. Ashley Anderson finished 3rd/Women's overall; 1st/Novice
Chief Warrant Officer 3 Mitch Simpson - 7th
Staff Sgt. Tim Glavin - 16th
Tech. Sgt. Bruce Vaughn - 22nd/overall; 3rd/Novice
Tech. Sgt. Chris Seibel - 32nd

12.5km/10km Pursuit Competition

Spc. Ashley Anderson - 3rd/Women's overall; 1st/Novice
Chief Warrant Officer 3 Mitch Simpson - 13th
Staff Sgt. Tim Glavin - 17th
Tech. Sgt. Bruce Vaughn - 28th /overall; 3rd/Novice
Tech. Sgt. Chris Seibel - 32nd

Nationals

10km/7.5km Sprint competition

Spc. Ashley Anderson - 7th /Women's overall; 2nd/Novice
Chief Warrant Officer 3 Mitch Simpson - 14th
Staff Sgt. Justin Neihart - 19th
Staff Sgt. Tim Glavin - 24th
Tech. Sgt. Bruce Vaughn - 37th
Tech. Sgt. Chris Seibel - 64th

12.5km/10km Pursuit competition

Spc. Ashley Anderson - 8th/Women's overall; 3rd/Novice
Staff Sgt. Justin Neihart - 22nd
Chief Warrant Officer 3 Mitch Simpson - 26th
Staff Sgt. Tim Glavin - 29th
Tech. Sgt. Bruce Vaughn - 50th
Tech. Sgt. Chris Seibel - 62nd

Team Races

15km Patrol Race - 8th of 21

Chief Warrant Officer 3 Mitch Simpson
Staff Sgt. Justin Neihart
Staff Sgt. Tim Glavin
Tech. Sgt. Bruce Vaughn

4x7.5km Relay - 6th of 21

Staff Sgt. Tim Glavin
Chief Warrant Officer 3 Mitch Simpson
Staff Sgt. Justin Neihart
Tech. Sgt. Bruce Vaughn

MARKSMANSHIP

2014 Adjutant General's Match

Team Results:

1st place: 1-138th Infantry (Team B): 1st Sgt. Gary Barnes, Staff Sgt. Andrew Bonsee, Staff Sgt. Nathaniel Powell, Sgt. Christian Santana
2nd place: 139th Air Wing (Team A): Lt. Col. Ronald Douglas, Capt Mark Hanna, Master Sgt. Benjamin Israel, Sgt. Christopher Hicks
3rd place: 1107th Theater Aviation Sustainment Maintenance Group (Team A): Chief Warrant Officer 2 Bruce Daniels, Sgt. 1st Class Steven Lammers, Staff Sgt. Charles Thomas, Staff Sgt. Anthony Perez

Individual Open Results:

1st place: Sgt. Michael Richey, 1138th Military Police Company
2nd place: Master Sgt. Benjamin Israel, 139th Security Forces Squadron
3rd place: Sgt. 1st Class Darwin Hukill, Camp Crowder Training Center

Individual Novice Results:

1st place: Staff Sgt. Andrew Bonsee, A Co., 1-138th Infantry
2nd place: Spc. Phillip Perkins, B Co., 1-376th Aviation
3rd place: Capt. Mark Hanna, 139th Air Wing

Adjutant General's 20 Badge Recipients

Sgt. Michael Richey
Master Sgt. Ben Israel
Sgt. 1st Class Darwin Hukill
CW2 Gregory Schulte

Tech. Sgt. Rodd Boyer
Sgt. 1st Class Timothy Russell
Staff Sgt. Jered Clark
Sgt. Andrew Smith

Staff Sgt. Charles Thomas
CW2 Bruce Daniel
Spc. Chace Boring
Staff Sgt. Andrew Bonsee

Capt. Joseph Payton
Spc. Matthew Roberts
Spc. Philip Perkins
Tech. Sgt. Jason Neiswander

CW3 Shaun Defenbaugh
Sgt. 1st Class Murry Anderson
Capt. Mark Hanna
Sgt. Arthur Graves

2013 Marksmanship Area Council V Regional Match (MAC V)

Missouri National Guard Team Results:

Missouri Team A: Staff Sgt. Andrew Bonsee, Co B 1-138th INF; Sgt. 1st Class Darwin Hukill, Mo Training Site Command; Sgt. Michael Richey, 1138th Military Police Company; Staff Sgt. Cody Walsh, 1107th Theater Aviation Sustainment Maintenance Group

- 1st Place - Combat Pistol Team General George S. Patton Trophy
- 1st Place - Combat Pistol Team
- 1st Place - Combat Team Championship

Missouri Team B: Capt. Joseph Payton, Mo Training Site Command; Sgt. Chace Boring, 1139th Military Police Company; Sgt. Andrew Smith, Headquarters and Headquarters Company 35th Engineer Brigade; 1st Sgt. Kelly Vedane-Finn, 1-135th ARB

- 14th Place - Combat Pistol Team General George S. Patton Trophy
- 14th Place - Combat Pistol Team
- 12th Place - Combat Team Championship

Missouri National Guard Individual Results:

Staff Sgt. Andrew Bonsee: 3rd (Ind. Pistol Championship, Novice), 9th (Ind. Rifle Championship, Novice), 14th (Distinguished Pistol, Novice), 55th (Distinguished Rifle, Novice), 32nd (Ind., Novice)

Sgt. 1st Class Darwin Hukill: – 1st (Ind. Pistol Championship, Open), 4th (Ind. Rifle Championship, Open), 2nd (Distinguished Pistol, Open), 10th (Distinguished Rifle, Open), 1st (Ind., Open)

Sgt. Michael Richey: 10th (Ind. Pistol Championship, Open), 6th (Ind. Rifle Championship, Open), 14th (Distinguished Pistol, Open), 28th (Distinguished Rifle, Open), 5th (Ind., Open)

Staff Sgt. Cody Walsh: 25th (Ind. Pistol Championship, Open), 16th (Ind. Rifle Championship, Open), 40th (Distinguished Pistol, Open), 37th (Distinguished Rifle, Open), 17th (Ind., Open)

Capt. Joseph Payton: 30th (Ind. Pistol Championship, Open), 30th (Ind. Rifle Championship, Open), 31st (Distinguished Pistol, Open), 42nd (Distinguished Rifle, Open), 34th (Ind., Open)

Sgt. Chace Boring: 19th (Ind. Pistol Championship, Novice), 17th (Ind. Rifle Championship, Novice), 73rd (Distinguished Pistol, Novice), 34th (Distinguished Rifle, Novice), 67th (Ind., Novice)

Sgt. Andrew Smith: 5th (Ind. Pistol Championship, Novice), 12th (Ind. Rifle Championship, Novice), 19th (Distinguished Pistol, Novice), 58th (Distinguished Rifle, Novice), 40th (Ind., Novice)

1st Sgt. Kelly Vedane-Finn: 15th (Ind. Pistol Championship, Open), 27th (Ind. Rifle Championship, Open), 26th (Distinguished Pistol, Open), 44th (Distinguished Rifle, Open), 24th (Ind., Open)

2013 Winston P. Wilson Marksmanship Sustainment Exercise

Missouri National Guard Team Results

- 1st Place National Guard Infantry Team Match (RT3120), 21st Place Overall Team Match Aggregate, 7th Combined Arms Enemy Barricade Match (CT5110), 20th Anti-Body Armor (PT2350), 18th Place WPW Rifle Team Match Aggregate.
- 23rd Combined Arms Enemy Barricade Match (CT5110), 23rd Place Patton Match Combat Pistol Team (Match PT2100), 6th Falling Plates (RT3130), Know Your Limits (RT3190).

Missouri National Guard Individual Results

Staff Sgt. Nathan Powell – 19th Place EIC Rifle Match (RI3210),
Sgt. Michael Richey – 10th Place EIC Rifle Match (RI3210), 15th Place EIC Rifle and Pistol Grand Championship, 26th Place Close Quarter Battle Match (RI3010).
Master Sgt. Ben Israel – 21st Place EIC Rifle and Pistol Grand Championship, 26th Place EIC Rifle Match (RI3210).
Staff Sgt. Charles Thomas 26th Place Anti-Body Armor Match (PI2250).

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**DMOSQ in a MTOE & Medical TDA
as a primary slot holder ****

E-7 or below

**Reenlistment for term of service
of 3 or 6 years**

Less than 13 years TIS At ETS

Paid installments

6 YEAR REENLISTMENT BONUSES AS 50/50 SPLIT
HALF AT CONTRACT START/HALF ON 4 YEAR ANNIVERSARY

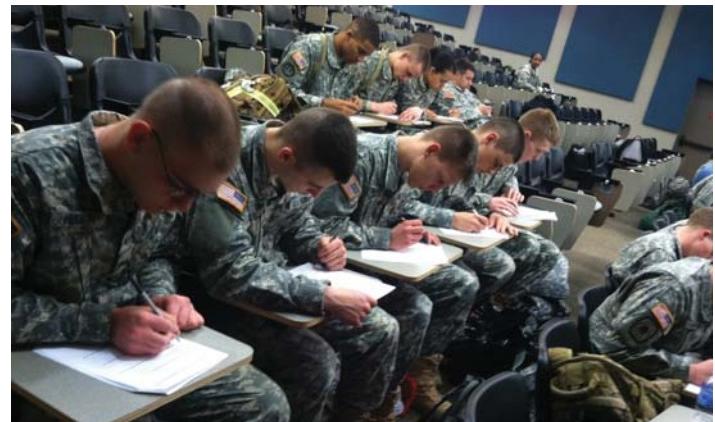
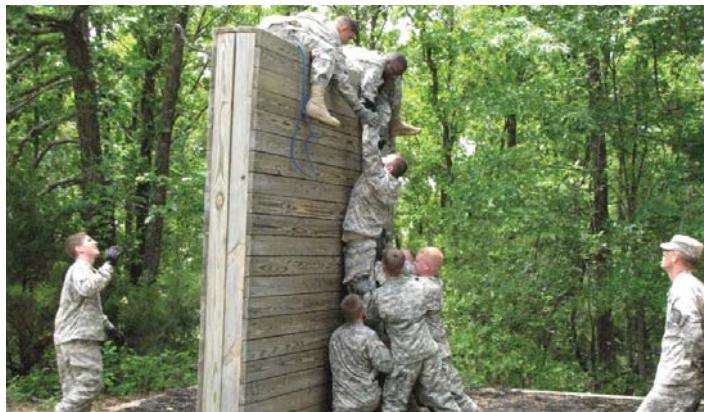
NGB Extension Periods All MOS's

Extend 365-91 Days Before ETS	\$10,000
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1 YEAR LUMP SUM
PAYOUT ON CONTRACT START DATE

NGB Extension Periods All MOS's

Extend 365-91 Days Before ETS	\$5,000
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Show Me GOLD

Guard Officer Leadership Development Program

The Guard Officer Leadership Development Program - also known as the GOLD Program - offers a unique opportunity for the professional development of National Guard Soldiers to become officers in the Missouri Army National Guard.

The GOLD program consists of credit-bearing military science classroom instruction, leadership laboratories and physical training that take place during the month in lieu of traditional weekend Guard drills. Soldiers gain Army Leadership training that earns them a commission and a degree from an accredited university.

Through the programs, candidates learn skills including effective communication techniques, the operations order process, land navigation and effective leadership techniques. The coursework completed by GOLD candidates prepares them for accelerated Officer Candidate School.

The GOLD program is currently offered at Missouri Southern State University and Southeast Missouri State University. Through agreements with these universities, Soldiers are able to use state and federal tuition assistance, Montgomery GI Bill and GI Bill Kicker, student loan repayment and merit-based scholarships to fund their education expenses.

Southeast Missouri State University
Recruiting and Retention Officer Branch
573.659.1600 X31636

Missouri Southern State University
Recruiting and Retention Officer Branch
573.659.1600 X31636



Missouri National Guard
Annual Report

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